

# Chapter 2 ISM Management Structure

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## 2-1. Scope

This chapter discusses ISM management. The mission, organization, and functions of the ISM Corporate Board, National Sustainment Maintenance Management Office, Regional/Theater Sustainment Maintenance Management Offices, Local Sustainment Maintenance Management Offices, Associate Maintenance Managers, AMC MSCs, and MACOM control cells are described in detail.

## 2-2. ISM Management Structure

### a. ISM Corporate Board (ISM-CB)

(1) Mission - The ISM Corporate Board is chartered by the Commanders of U.S. Army Material Command, U.S. Army Forces Command, U.S. Army Training and Doctrine Command, U.S. Army National Guard, U.S. Army Reserve, and the Department of the Army, Deputy Chief of Staff for Logistics. The Commander, AMC has been designated by HQDA as the executive Agent for ISM implementation and provides the Chairman of the Corporate Board. The primary mission of the ISM corporate board is to guide ISM implementation (Reference Appendix B).

(2) Organization - The ISM Corporate Board, consisting of members of all Major Army Commands who participate in the ISM process, provide oversight, guidance, directives and approve business process developments. Corporate Board members are assigned to the Board and represent their respective Major Army Commands. The members are U.S. Army Colonels or equivalent in rank Department of the Army Civilians. Each is a key member of their respective MACOM logistics community

(3) Functions -

(a) Each board member serves as the ISM implementation single point of contact for his or her respective MACOM.

(b) The board is responsible for the management oversight of the overall ISM program; for resolving differences between MACOMs; and jointly presenting Army positions to the MACOMs.

(c) The board will refine, coordinate and approve ISM internal policy, procedure, doctrine, implementation, and organizational issues.

### b. National Sustainment Maintenance Management (NSMM) Office

(a) Mission - The mission of the NSMM Office is to develop and integrate policies and procedures that will provide optimal sustainment maintenance support to the full spectrum of Army missions. The focus of the NSMM Office is to establish sustainment maintenance proponentcy, advocacy, and representation. Further, it is to consolidate, integrate, and standardize ISM functions; ensure economies of scale in production and investment; and optimize savings and cost avoidance.

(2) Organization - The NSMM Office is under the management of Headquarters AMC.

(3) Functions -

(a) Develop and coordinate ISM portions of contingency/military operations plans.

(b) Develop and integrate ISM support for Logistics Support Element (LSE) operations.

(c) Maintain visibility of the Army's sustainment maintenance capabilities and capacities.

(d) Review recommended changes in sustainment maintenance infrastructure.

(e) Coordinate/support Reserve Component GSMU technical training.

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- (f) Provide input to ISM-related doctrine and policy statements.
- (g) Develop sustainment maintenance-related procedures, guidance and metrics.
- (h) Serve as a resource to provide ISM information to Integrated Logistics Support processes.
- (i) Coordinate sustainment maintenance requirements to management information system developers.
- (j) Maintain visibility over regional ISM Center of Excellence (COE) programs.
- (k) Track cost and efficiency of ISM repair programs.
- (l) Assist ISM structure in resolving line stoppers.
- (m) Monitor production plans of regional managers.
- (n) Coordinate with the MSC ISM Teams on national level repair programs.
- (o) Manage the ISM Quality Assurance program.
- (p) Perform Contracting Officer Representative (COR) duties.
- (q) Adjudicate challenges elevated by the regional offices.
- (r) Maintain ISM databases.
- (s) Serve as HQ AMC ODCSLOG Executive Agent to standardize Specialized Repair Activity (SRA) processes and track production reporting.
- (t) Support Army War Reserve Command.

### c. Regional/Theater Sustainment Maintenance Management Offices

(1) Mission - The mission of the RSMM/TSMM Office is to manage integrated sustainment maintenance activities within its designated region. The focus of the RSMM/TSMM Offices is to establish regional sustainment maintenance advocacy and representation; consolidate, integrate, and standardize regional sustainment maintenance functions; and optimize regional savings and cost avoidance.

(2) Organization - The Army has established two CONUS RSMM Offices the East Region RSMM Office at Fort Bragg, N.C. and the West Region RSMM Office at Fort Hood, TX. In addition, the Army has established OCONUS TSMM Offices in Europe (U.S. Army Europe), Korea, (Eighth U.S. Army), and in the Pacific region, Hawaii, (U.S. Army Pacific).

#### (3) Functions -

- (a) Determine the capacity and capability for normal and surge workload for all sustainment maintenance activities within the region or theater.
- (b) Monitor capability and capacity modernization within each LSMM.
- (c) Manage work loading of maintenance activities within the region or theater, cross-leveling work load where appropriate, and incorporating training requirements as needed.
- (d) Select facilities to be the regional/theater Centers of Excellence.

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- (e) Oversee national level workload requirements within the region/theater, perform facility capacity and capability assessments, consolidate workload, and recommend regional bids to the NSMM for national level work.
- (f) Perform cost analysis assessments.
- (g) Identify work that cannot be accomplished within the region and elevate these requirements to the NSMM for resolution.
- (h) Monitor line stoppers and coordinate solutions with the NSMM.
- (i) Plan for sustainment maintenance support for mobilization and deployments.
- (k) Coordinate as necessary with NSMM, LSMMs, MACOM ISM Control Cells, local commanders, and regional staff.
- (l) Conduct PP&C meetings and VTC production performance reviews.
- (m) Program regional production plans semiannually.
- (n) Develop policies and procedures for administration of ISM BPM.
- (o) Provide Military Interdepartmental Purchase Requests (MIPR) worksheet data to LSMMs for coordination with local Program Directors, and Resource Managers.
- (p) Assist LSMMs in conducting program reviews.
- (q) Receive recurring maintenance or repair parts failure reports from the LSMMs on specific weapon systems and equipment. Pass information on to the NSMM for review, resolution and analysis.
- (r) Develop requirements for reparable items in support of other regional ISM programs not identified by the LSMMs.
- (s) Manage shortfalls in LSMM capability and capacity by cross-leveling assets, workload exception management, surge management, and, if necessary, elevating ISM program shortfalls to the NSMM.

### d. Local Sustainment Maintenance Management Offices

(1) Mission - The mission of the LSMM Office is to manage the work loading of Army sustainment maintenance units, provide installation maintenance support, and backup maintenance support to units and activities in an assigned geographic area. The focus of the LSMM Offices is to establish local sustainment maintenance advocacy and representation; consolidate, integrate, and standardize local sustainment maintenance functions; and optimize local savings and cost avoidance.

(2) Organization - Typically, a LSMM will support the installation maintenance management office. at either an Active or Reserve Component installation. Designated ARNG LSMMs will be located within the State Surface Maintenance Managers' or Directorate of Logistics Offices.

### (3) Functions -

(a) Coordinate ISM operations with maintenance, supply, transportation and resource management daily, or on an as needed basis.

(b) Conduct work center capability and capacity assessments.

(c) Conduct PP&C meetings to develop local repair programs necessary to meet local sustainment maintenance demands. Elevate PP&C information to the RSMM/TSMM and disseminate to participating maintenance activities within the LSMM area of responsibility.

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(d) Prepare and submit LSMM bids for regional COE selection, incorporating AMM bids as appropriate. See Chapter 4 for Regional COE work.

(e) Execute assigned maintenance programs. Submit monthly production reports to the RSMM/TSMM.

(f) Identify repair parts shortages that have stopped a production line (line-stopper) and comply with procedures in Appendix H to expedite outstanding requisitions.

(g) Identify work that cannot be accomplished within the local geographic area and request assistance from the RSMM/TSMM.

(h) Conduct cost management reviews.

(i) Interface with customers, local commanders, AMMs, other LSMMs, the RSMM/TSMM, and, if necessary, with AMC NICP Item Managers for national programs (as authorized by the RSMM/TSMM/NSMM).

(j) Plan sustainment maintenance support for mobilization and deployment.

(k) Plan for capability and capacity modernization.

(l) Track items shipped to and returned from COEs.

(m) Recommend COE candidates to the RSMM/TSMM.

(n) Provide maintenance workload to be used in training sustainment maintenance personnel.

(o) Prepare bids for national work, using appropriate Statements of Work (SOWs), incorporating AMM bids as appropriate. See Chapter 6 for National work.

(p) Assist the maintenance activity in incorporating national and regional quotas and plans in the annual plan for local maintenance programs.

(q) Assist AMMs in ISM operations, ensuring they are fully integrated into the program.

(r) Review and coordinate ISM data provided by the RSMM/TSMM with the appropriate local Program Directors and Resource Managers and assist in the preparation of MIPRs.

(s) Execute the Requirements Determination Module (RDM) and coordinate the results with the supply activity for adjustments to the activity repair program.

(t) Identify the loss, permanent or temporary, of test equipment that plays a functional aspect of the maintenance activities repair program.

### e. Associate Maintenance Management Offices

(1) Mission - Not every Army installation will have a LSMM Office. Those that do not qualify for LSMM designation may be designated as Associate Maintenance Manager (AMM). AMM, in addition to accomplishing their local workloads, may also perform COE or national level work coordinated by LSMM Offices. LSMM Offices are responsible for integration and management of multiple maintenance activities. Designation of an installation as an AMM is a MACOM responsibility.

(2) Organization - There are no additional personnel requirements for AMMs. AMMs may add to their staffing, as they deem appropriate. The ISM management actions may be an additional duty for the installation maintenance management offices, ARNG surface maintenance management or Directorates of Logistics.

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### (3) Functions -

- (a) Conduct work center capability and capacity assessments.
- (b) Accomplish local repair programs and participate in the COE process.
- (c) Report work evacuated to other COE sites to assigned LSMM.
- (d) Submit information and data to the LSMM and participate in the LSMM Production Planning and Control (PP&C) process and monthly LSMM production meetings.
- (e) Interface with the LSMM to conduct ISM operations and resolve issues.
- (f) Prepare and submit AMM bids to the LSMM for COE selection as regional and national repair programs.
- (g) Assist the maintenance activity in incorporating national and regional quotas and plans in the annual plan for local maintenance programs.
- (h) Identify the loss, permanent or temporary, of test equipment that plays a functional aspect of the maintenance activities repair program.

### f. Maintenance Activity (MA)

(1) Mission - MA maintains, restores or modifies Weapon Systems and Equipment for the Army Supply System or a direct customer.

(2) Organization - A shop, contractor, cost center, or GS Maintenance Unit responsible for conducting the repair "wrench-turning" on the equipment IAW Army Maintenance Management System.

### (3) Functions -

- (a) Maintains materiel in an operational status.
- (b) Restores materiel to serviceable condition.
- (c) Modifies or converts equipment's functional usefulness.
- (d) Manages and executes the ISM quality system.

### g. MACOM Control Cell Office

(1) Mission - The MACOMs have the option of establishing an ISM control cell to provide ISM oversight and visibility of national, regional and local ISM operations. The specific focus of this office is to provide program oversight using ISM data to support budgetary, infrastructure, and mission priority decisions.

(2) Organization - Each control cell will be organized using local personnel assets. MACOMs will internally structure, align, or contract to resource any required spaces.

### (3) Functions -

- (a) Serve as the MACOM primary ISM point of contact, providing sustainment maintenance perspective to MACOM commanders during budget planning, program execution, readiness issues and force structure decisions.
- (b) Provide MACOM oversight of ISM production and performance.

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- (c) Track cost savings and cost avoidance information provided by the RSMM/TSMM.
- (d) Support the MACOM budget process.
- (e) Communicate with LSMM, RSMM/TSMM, and NSMM Office staff as needed.
- (f) Monitor key performance data, including repair cycle time and repair costs.
- (g) Adjudicate contested COE awards and production shortfalls in coordination with the ISM management structure.
- (h) Designate LSMMs and AMMs and publish the directive for site survey actions.

### h. Army Material Command Major Subordinate Command Cell

(1) Mission - The MSC's ISM Cells provide advice, council, reports, and issues to their Command's Senior Leadership. Serves as the interface between the Item Management/Project Management functions and the ISM Management Structure/Field Army.

(2) Organization - Each control cell will be organized using local personnel assets.

(3) Functions -

- (a) Develop internal policies and procedures for conducting ISM at the MSCs.
- (b) Represent their command at DOD, multi-service, Army, and AMC meetings, conferences, symposiums, and workgroups.
- (c) Recommend development of and changes to ISM Policies and Procedures.
- (d) Serve as the MSC single point of contact for problem resolution on both regional and national repair programs.
- (e) Track status and production rates of individual ISM repair programs. Identify problems and resolve issues.
- (f) Conduct statistical analysis to identify ISM savings and cost avoidance for their command.
- (g) Serve as the single point of contact for coordinating, consolidating, and responding to all ISM tasks that are generated from within or outside their command.
- (h) Maintain current and historical records on all ISM repair programs.
- (i) Review, revise, and maintain oversight of commands' ISM repair programs to ensure all financial, inventory, and accountability records germane to ISM are accurate and updated on a timely basis.
- (j) Provide training and briefings on ISM to the work force and leadership at any level.
- (k) Continually monitor ISM process and procedures to look for business process improvements.
- (l) Assess the impact of ISM business rules on other business processes (other functional areas).
- (m) Review Scopes of Work (SOWs) to ensure the format is correct and the total ISM package is complete, prepare Invitation for Bids (Fibs), submit ISM package to NSMM office, distribute bid recommendations. Once bidding process is complete, ensure Military Interdepartmental Purchase Requests (MIPRs) and unserviceable assets are forwarded to the selected repair site on a timely basis.

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### 2-3. ISM During Peacetime Operation

a. NSMM - The NSMM office performs an important role in planning, developing, coordinating, and integrating sustainment maintenance operations for the Army during peacetime and contingency operations. At the national level, requirements are identified through repair or buy decisions for reparable items. In conjunction with the RSMM/TSMM Office, the NSMM is able to provide information to item managers at the National Inventory Control Points (NICPs) that can assist them in repair and buy decisions that may reduce unnecessary procurement of new assets, thus maximizing cost avoidance. The NSMM will maintain oversight of national, regional, and local sustainment maintenance contracts for possible consolidation in an effort to reduce duplicate and redundant acquisition of repair/spare parts and services. By maintaining visibility of maintenance capacity and capability in the various regions, the NSMM may recommend distribution of national workload to improve capacity utilization. The NSMM assists regional and national agencies in resolving line stoppers and quality deficiency reports. In coordination with NICP Item Managers and MACOMs, the NSMM provides national level unserviceable assets to the regions to meet Active, Reserve, and National Guard GSMU training requirements.

b. RSMM/TSMMs - RSMM/TSMM prioritize and redirect workload among LSMMs and develop regional reparable programs tailored to optimize weapon system availability to supported customers, promote cost avoidance, and support training requirements. By consolidating regional requirements for low-density equipment at the regional level, the RSMM/TSMM is able to establish enough volume to support a more cost effective repair program. RSMM/TSMMs manage any shortfall or excess in LSMM capability/capacity by cross-leveling, reassigning workload, or elevating requirements to the national level.

c. LSMM -

(1) Currently selected TDA organizations, both Active Component (AC) and RC, have designated selected TDA organizations and designated them as a LSMM with responsibilities to consolidate, integrate, and standardize local sustainment maintenance functions and optimize local savings/cost avoidance. The LSMMs have workloading responsibility for all Army sustainment maintenance units and activities in their local areas for component and/or end item repair. The LSMMs develop maintenance programs in conjunction with supply requirements to meet readiness and sustainment demands and training requirements, which are passed to the RSMM/TSMM for consolidation. Once the RSMM/TSMM approves the maintenance program, LSMMs execute the programs by work loading internal maintenance activities or Associate Maintenance Manager (AMMs). The LSMMs may also perform component or end item repair for the national level maintenance programs. Reparable component and end item maintenance requirements beyond individual LSMM capability or capacity are elevated to the RSMM/TSMM which will decide how to redistribute workload or request assistance from the NSMM.

(2) The LSMM may be called upon to assist in unit training, mobilization, and deployment as well as providing sustainment maintenance support to deploying forces whether AC or RC. Through the ISM management structure, the LSMMs may assist units in bringing their equipment to appropriate maintenance standards during redeployment. Selected TDA activities have a supporting role in unit deployments. They provide materiel, supply, and maintenance support to accomplish the mobilization process based on priority of deploying units.

d. Each region is organized to support the sustainment maintenance requirements of its customers. Regions may be designated to accommodate some of the demands placed on the national level sustainment maintenance system, in coordination with the NSMM. In addition to regional and national (depot and contractors) capacities and capabilities currently available, the NSMM may seek to outsource additional requirements to accommodate contingency operations. The ISM management structure is illustrated in enclosure 2-1.

### 2-4 ISM During Contingency Operations

a. Theater campaign plans are designed to conduct a series of related military operations to achieve strategic objectives in a given time and area. Through the theater campaign plan, the CINC defines theater tactical objectives, describes the tactical concept of operations and sustainment, allocates forces, establishes command relationships, sequences unified operations, integrates and synchronizes unified, joint, and multinational logistics and support operations. The CINC determines support requirements to include sustainment maintenance based on a combination of strategic factors. Some of these factors are: size of the operation and force to be supported, costs, duration, organization, capabilities and capacity of the theater support base, RC

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mobilization, country force cap, projected equipment densities, and/or unusual or non-standard items of equipment to be supported.

b. Army missions require sustainment maintenance capability through the entire range of contingency operations. During mobilization for contingency operations, the theater support structure focuses on two support missions:

(1) Adjusting sustainment maintenance capabilities to deploy force projection forces to theater.

(2) Ensure when the force arrives, sufficient assets are available to provide materiel from war reserves and host nation equipment.

c. When the CINC and the Army Service Component Commander (ASCC) require a tailorable logistics command and control (C2) element of the national base to include sustainment maintenance capabilities, the Theater Support Command (TSC) identifies CSS force requirements and assigns tasks and priorities. The TSC serves as the single point of contact for the execution of support operations to receive, move, sustain, reconstitute, retrograde, and redeploy forces. The TSC will command and control assigned and attached units who support U.S. Army units, other services, DOD civilians, and contractors and may provide support to allied forces in theater. The Logistics

Support Element (LSE) mission is explained in paragraph 2-11 f. The NSMM has visibility of the capabilities and capacities of sustainment maintenance assets, is able to recommend an ISM support structure to provide required sustainment maintenance management functions, expanded national (depot) and backup maintenance support, and offer technical assistance to the TSC (Reference enclosure 2-2). When mission, enemy, terrain, troops, time available, civilian (METT-TC) conditions warrant, elements of a TSC will be deployed to the area of operations. The TSC structure is designed to take full advantage of modularized and flexible units designed to match incremental functional support capabilities to mission requirements. Modular designs enhance the early arrival of echelons above corps (EAC) support capabilities. Personnel from strategic level organizations are battle rostered as insertions to the TSC. As part of that modularized force, the LSE ISM support structure can be provided to the TSC to perform sustainment maintenance management functions throughout the theater. The ISM management structure during contingency operations is illustrated in enclosure 2—2.

d. During deployments supported by split-based operations, a portion of the Corps Material Management Center (CMMC) materiel management section will be deployed to coordinate materiel management for the Theater or Corps, depending on the size and duration of operations. The CMMC deploys a Materiel Management Team (MMT) for each deployed Corps Support Group (CSG). The CSG will normally be in support of a maneuver division. The MMT can perform CMMC item manager and liaison functions between the CSG and supported customers. The CMMC rear element, based in CONUS, will perform non-time sensitive management functions. The CMMC is a customer of the ISM program and does not perform repairs for the ISM program. Doctrinally, there are no sustainment maintenance units assigned to a CMMC or a Corps. Sustainment maintenance units are theater assets.

e. The NSMM has several key roles to ensure full support to deployed activities and continued support to the affected CONUS regions. These roles include:

(1) Recommend sources of repair (SOR) to meet additional requirements for mobilization, deployment, and stability and support operations.

(2) Provide battle-roster personnel trained and prepared to deploy as part of the ISM management structure. This includes automation necessary to perform the mission.

(3) Provide an expanded repair focus through the LSE to the TSC, using the split base operations concept.

(4) Participates in the deliberate planning process.

f. LSE may play a vital role in all types of contingency operations. It is typically deployed with a TSC and operates as far forward as METT-TC permits. The NSMM may provide the LSE an ISM Support Cell discussed below with an automated capability to provide visibility of sustainment maintenance capabilities available to the TSC. If requirements dictate an in-theater



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ISM program, a RSMM/TSMM may be established to coordinate maintenance requirements. The deployed structure falls under the operational control of the TSC with a direct link to the Integrated Sustainment Maintenance Support Cell. The ISM in-theater operation during contingencies is illustrated in enclosure 2-3.

g. An Integrated Sustainment Maintenance Cell will perform the following key missions and functions:

(1) Gain and maintain visibility over all sustainment maintenance work being performed in theater, on pre-positioned ships, and war reserves regardless of component or branch of service.

(2) Determine surge capability within the theater's sustainment work centers/maintenance activities.

(3) Coordinate work loading of GS maintenance units, FRAs, and contractors and provide maintenance teams (depot and contractor support) as far forward as possible to enhance/reinforce maintenance support to the combat units. For AMC limited depot maintenance operations, work loading will be coordinated with the Integrated Readiness Management Teams (IRMTs)

(4) Coordinate with the NSMM to identify work that cannot or will not be accomplished in theater; coordinate shipment of unserviceable items to the appropriate repair activity.

(5) Coordinate contractor technical assistance.

(6) Participate in planning for reconstitution operations in theater.

(7) Designate provisional COEs as required to support mission requirements.

h. The METT-TC will determine where repairs will be accomplished. Key tools the ISM Support Cell will use to maintain visibility of capacity and capability of the sustainment maintenance activities are the various STAMIS for supply and maintenance management. AMC's Integrated Materiel Management Center and the NSMM work together to stage component/repair parts for shipment to the theater, maintain visibility of assets while in transit using Total Asset Visibility (TAV), and distribute components within theater using battlefield distribution.

i. Theater redeployment requires an extensive reallocation of resources and skills. The ISM Support Cell can assist in coordinating additional sustainment maintenance capabilities as required to bring redeploying units' equipment to appropriate maintenance standards. Disposition of the redeploying equipment drives how the LSE executes the operation. Items may be repaired in theater or retrograded. If the deployment is to another theater of operation, the equipment will be returned to appropriate maintenance standards. If equipment is turned over to the host nation, equipment condition will be restored in accordance with the agreement between the host nation and the U.S. If no LSE is deployed to assist in or execute the operation, the TSC will coordinate with in-theater assets or contractor support to perform these responsibilities.

j. In many stability and support operations, it is conceivable that a full TSC structure may not be warranted to meet mission requirements. In these cases, an LSE may be established within the area of operations that would assume all AMC logistics responsibilities to support the deployed commander. If required, the NSMM may provide an ISM Support Cell rear augmentation to the LSE with an automated capability to provide visibility of sustainment maintenance.

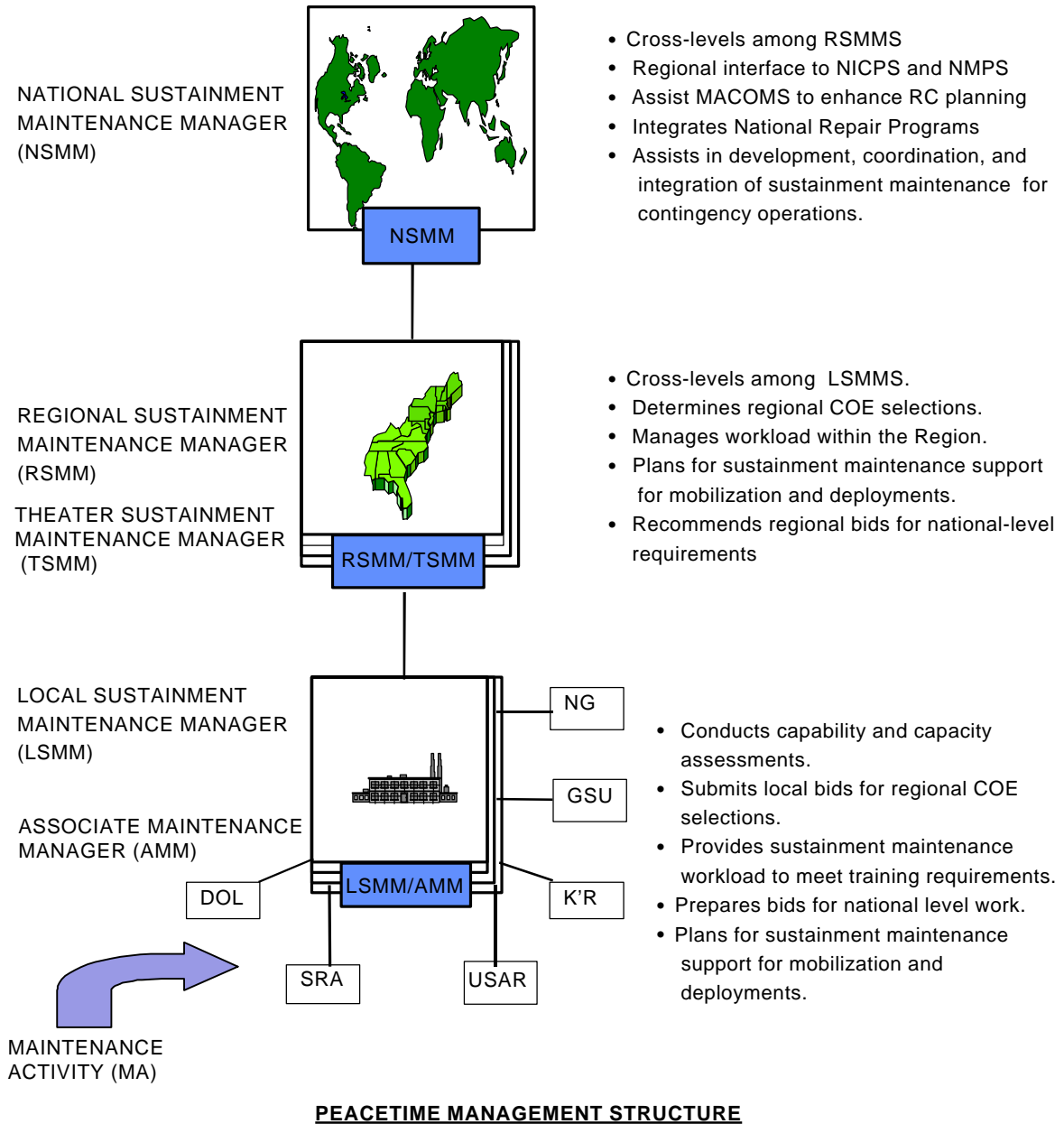
k. NSMM may be required to provide sustainment support of reparable components or end items to foreign countries that bought equipment through foreign military sales.

l. Reference TRADOC PAM 525-81, Integrated Sustainment Maintenance Contingency Concept, Aug 98 for additional details.

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Enclosure 2-1

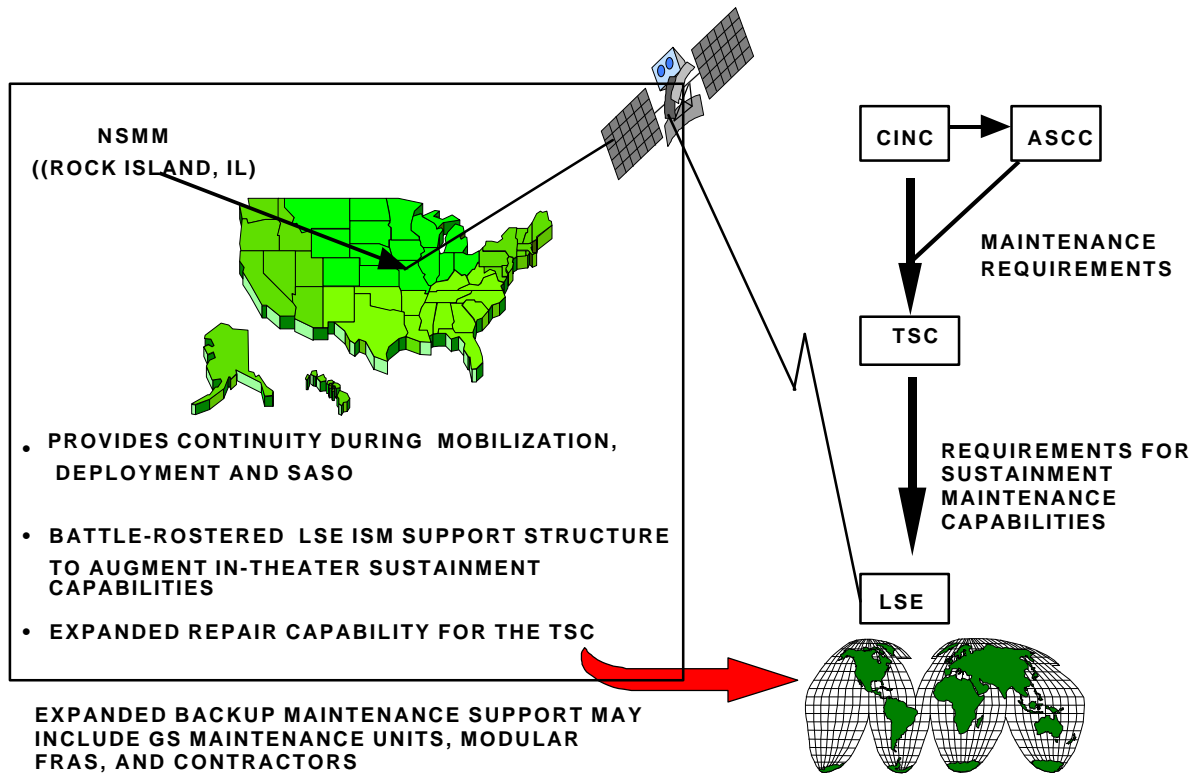
ISM Peacetime Management Structure



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Enclosure 2-2

ISM Supporting Contingency Operations



### THEATER SUPPORT COMMAND



- SINGLE POINT OF CONTACT FOR EXECUTING SUPPORT OPERATIONS IN THEATER
- IDENTIFIES AND SETS PRIORITIES AND TASKS FOR SUSTAINMENT MAINTENANCE CAPABILITIES
- C2 OF ASSIGNED AND ATTACHED SUSTAINMENT SUPPORT UNITS IN THEATER

ISM SUPPORTING CONTINGENCY OPERATIONS

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Enclosure 2-3

## ISM Support Structure

